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21 May 1951

*Paper 4*  
*R. G.*

MEMORANDUM FOR: Mr. Allen Dulles  
Brigadier General John Magruder  
Rear Admiral Leslie C. Stevens  
Mr. Edward W. Barrett

SUBJECT: Organization of the Staff of the Psychological  
Strategy Board

1. Attached for your consideration are several papers which have been agreed on by our working group:

TAB A - Functions of the Staff  
TAB B - Proposed Organization  
TAB C - Immediate Steps Suggested

2. The organization of the Staff may be regarded as taking place in phases, the first two of which are set forth in TABs C and B.

3. In addition there is attached for information an outline of a possible future development of the Staff organization (TAB D), which some regard as phase three. This outline envisages no new functions as such but is based on a much broader interpretation of the agreed functions. While agreeing that "the Board shall utilize to the maximum extent the facilities and resources of the participating departments and agencies," the group disagreed on what constituted the "maximum extent." Under one view the PSB and its Staff would itself systematically plan and direct the psychological strategy of the Cold War. This involves a much larger independent planning role and much more contact with the detailed operations of the agencies than could be endorsed by some members of the working group. The group agreed, however, that no action is immediately required with regard to this problem. After the Director has been appointed, he should consider the proposal in TAB D together with the views of the operating agencies and formulate the issue for the decision of the Board.

4. A revision of General Magruder's paper discussing the philosophic background of the PSB will be distributed subsequently as TAB E.

5. A separate paper is also being developed listing the specific agenda items which it is recommended the Board consider at its first meeting(s).

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Acting Assistant Director  
Intelligence Coordination

Encl: TAB A, B, C, and D

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